

ARIZONA MANAGEMENT SYSTEM

GLOSSARY

4 Box

Problem solving tool consisting of 4 boxes sequentially taking the user from problem definition through problem resolution and standardization of the solution so the problem doesn't recur. This tool is typically utilized in Basic Problem Solving.

Problem	Causes	Solutions	Standardize
<ul style="list-style-type: none"> Clearly define the "real" problem What data do we have and what have we observed? What do we know? What don't we know? How do we learn what we don't know? 	<ul style="list-style-type: none"> Explore potential causes with appropriate tools Practice the 5 Whys, Check sheets, Pareto 	<ul style="list-style-type: none"> Explore solutions Consider risks & benefits Consider impact & difficulty, urgency & priority 	<ul style="list-style-type: none"> Keep the solutions from rolling back to the previous condition

5S

5S is a Lean workplace organization tool to create a visual environment AND assist with sustaining improvements. **5S so named for its 5 primary undertakings:**

- Sort: Remove all items from the workplace that are not needed for current process, store them or dispose of them.
- Set in order – Straighten: Arrange needed items so that they are easy to find and put away. Items used often are placed closer to the employee.
- Shine: Make sure everything is clean, organized, functioning and ready to use.
- Standardize: Develop standards of working within work areas through use of Standard Work and other visual controls.
- Sustain: Make a habit of properly maintaining work areas, organization, correct documentation and promoting it throughout all areas of the organization.

5S philosophies improve workplace safety, employee morale, quality, and throughput.

5 Why's

A Lean tool for discovering the root cause of a problem or issue via the asking of Why.

Example:

(1st Why) Why is there oil on the floor?

(Answer after investigation) It is leaking from a hose.

(2nd Why) Why is oil leaking from this hose?

(Answer after investigation) The hose is rubbing on a fan belt.

(3rd Why) Why is it rubbing on the fan belt?

(Answer after investigation) The fan belt housing is very loose.

(4th Why) Why is the fan belt housing so loose?

(Answer after investigation) Some of the bolts that hold it in place are missing or broken off.

This example only includes 4 whys; the number of whys is less important *than finding and fixing the root cause of the problem.*

6 Sigma

A scientific/data-driven approach for reducing deviations in standard work. It is different from Lean, which is about reducing waste from systems and processes. Six Sigma may be used in conjunction with Lean, but it is advisable to lean processes first because there is no need to reduce deviation in processes that shouldn't be done in the first place.

8 Wastes (Muda)

Waste is any activity that uses equipment, materials, parts, space, employee time or other organization resource beyond the minimum amount required for value-added operations. Toyota identified 8 common types of waste, which can readily be remembered using the acronym **DOWNTIME**:

Defects - Creating products that must be revised or changed.

Over Production - Making more products than the customer wants.

Waiting - Waiting for processing, products sitting in in-boxes, etc.

Not Using Talent – Failing to optimize the knowledge, skills and abilities of team members.

Transportation - Moving products to various storage locations, from process to process, etc.

Inventory - Committing money and storage space to products not wanted by customer.

Motion - Moving products/people more than the needed to complete a process.

Excess Processing - Doing more “work” to a product than is required.

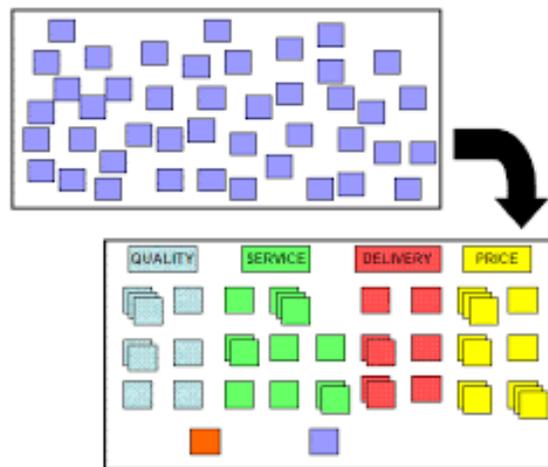
A

A3

Historically, an A3 is a structured problem solving and continuous improvement approach developed by Toyota, placed on an A3 (11"x17") single sheet paper. The A3 is used for both problem solving and project management, as well as to communicate progress and results. A Project A3 should be used for any continuous improvement activities that take more than 40 person-hours to complete.

Affinity Diagram

Tool commonly used within kaizen events and allows large numbers of ideas stemming from brainstorming to be sorted into groups based on their natural relationships.



Andon

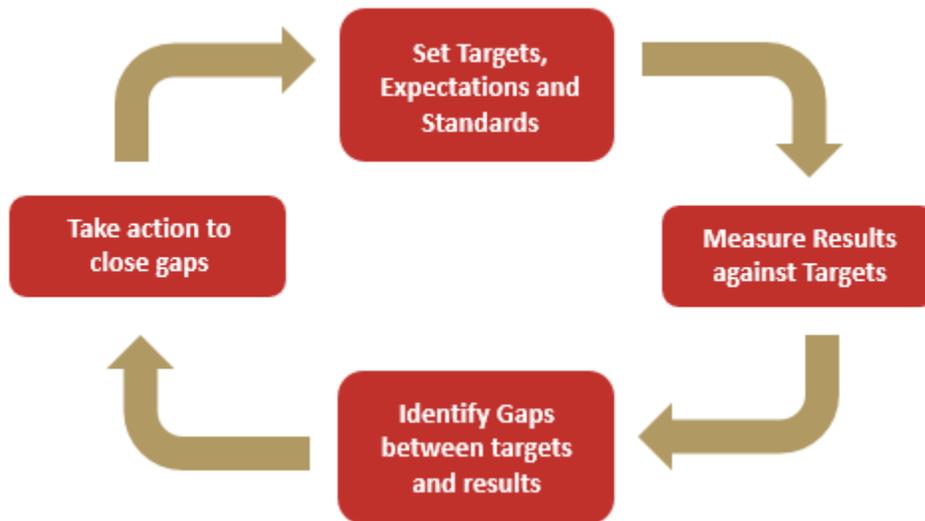
Andon is a system to stop and notify management and other workers of a quality or process problem. The point is to design the system to visualize when an abnormality occurs so team members can stop the process and fix the problem. Flow boards are often used for Andon in information/knowledge type processes, which may not lend themselves to signals involving the actual work itself. See Flow Board.

Andon Response

Andon response is the action(s) taken when the Andon signal is given. The actions typically include escalation of the problem to the appropriate expert or management level for assistance in resolution.

Arizona Management System (AMS)

The State of Arizona's intentional, results-driven approach for doing the work of state government where every employee, at every level, with discipline, reflects daily on how they did, finds the waste, and decides how to do better going forward with sustainable progress. The system may be visualized simply as follows:



AMS Assessment/Assessment Tool

The quarterly exercise used by the Governor's Office and Government Transformation Office to assess, calibrate and coach agencies around their progress in deploying the Arizona Management System.

Artifact

As used in the context of the Arizona Management System, an object (e.g., scorecard) created within the agencies demonstrating use of a process or progress toward AMS transformation.

B

Batch Processing

Producing lots or quantities of a product in batches. Batching is wrongly assumed to be more economical than single piece process for various reasons. Often when large “batches” are the preferred operating mode it is due to excessively long or difficult changeover practices. Improving changeover techniques will generally minimize “batch” sizes, reduce finished goods inventory on-hand, allow for increased varieties of products that can be made more quickly, and ultimately lead to greater customer responsiveness.

Benchmarking

A comparison tool used to determine the level of process, product, or other successes your agency is experiencing when compared to best practices of other agencies, state governments or other similar industry/organization.

Bottleneck

The slowest step in a process affecting continuous flow. Any part of the process that has a capacity less than the demands placed upon it.

Example: In a value stream containing 5 dissimilar processes, the 3rd process takes twice as long to complete as the other processes. The slowest process is the typical bottleneck.

Bowling Chart

“Bowling chart” is the name given to the tracking sheets used to monitor either Key Performance Indicators (KPI) or policy deployment objectives. The name comes from the similarity to a bowling scorecard.

Fiscal Year 2018 Agency Performance Bowling Chart Last Updated: 3/30/2018

Performance Metric Title	Custom Field	JOP	YTD	Type	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Breakthrough Metrics																
Sample Metric 1	7/1/2017	Target	1.65 M		160k	64k	80k	97k	1.48 M	1.45 M	1.83 M	2.37 M	2.55 M	2.74 M	3.31 M	\$3,500,000
		Actual	1.89 M	Accumulated	235k	1,010 M	1,042 M	1,315 M	1,851 M	1,891 M						
Sample Metric 2	7/1/2017	Target	48		0	0	15	30	45	60	75	90	105	120	135	
		Actual	48	Accumulated	0	0	10	42	44	48						
Sample Metric 3	7/1/2017	Target	38.89%		32.30%	33.45%	34.59%	35.74%	36.89%	38.04%	39.18%	40.33%	41.48%	42.63%	43.77%	44.92%
		Actual	39.49%	Lagging Actual	31.27%	31.97%	36.59%	34.96%	39.49%	Data Lag						
Operational / Sustainment Metrics																
Sample Metric 4	7/1/2017	Target	87%		84%	84.50%	85%	85.50%	86%	86.50%	87%	87.50%	88%	88.50%	89%	90%
		Actual	85%	Actual	84%	73.72%	83.45%	84.80%	83.21%	85.27%						
Sample Metric 5	7/1/2017	Target	695		665	670	680	690	700	710	720	730	740	750	760	
		Actual	665	Actual	665	675	699	695	715	720						
Sample Metric 6	7/1/2017	Target	614		577	572	556	495	467	434	1001	1001	1001	1001	1001	1001
		Actual	748	Actual	247	535	779	892	807	748						
Sample Metric 7	7/1/2017	Target	948		356	358	358	358	358	358	358	358	358	358	358	358
		Actual	953	Accumulated	165	137	212	352	355	352						
Sample Metric 8	7/1/2017	Target	13250		7923	8423	9023	10432	11841	13250	13375	13500	13625	13750	13875	14000
		Actual	13617	Accumulated	3913	8554	9333	10264	10779	11672						
Sample Metric 9	7/1/2017	Target	508		499	501	503	506	508	510	510	510	510	510	510	510
		Actual	499	Lagging Actual	498	503	501	501	499	Data Lag						
Sample Metric 10	7/1/2017	Target	92%		96.17%	96.37%	96.50%	96.63%	96.83%	97.00%	97.16%	97.33%	97.49%	97.66%	97.83%	98.00%
		Actual	94%	Actual	96%	94%	97%	94%	97%	94%						
Sample Metric 11	7/1/2017	Target	0		0	0	0	0	0	0	0	0	0	0	0	0
		Actual	0	Actual	0	0	0	0	0	0						
Statewide Reporting Metrics																
Sample Metric 12	7/1/2017	Target	33		3	3	3	3	3	3	2	2	2	2	2	2
		Actual	21	Accumulated	2	2	3	3	3	6						
Sample Metric 13	7/1/2017	Target	477		503	503	503	503	477	477	477	477	477	477	477	477
		Actual	472.8	Actual	503	486.5	493	480.75	474.5	472.75						
Sample Metric 16	7/1/2017	Target	33		0	23	0	0	0	0	0	0	0	0	0	3
		Actual	30	Accumulated	0	23	0	0	7	0						
Sample Metric 17	7/1/2017	Target	20		0	4	12	16	20	24	28	32	36	40	45	48
		Actual	39	Accumulated	0	4	20	23	26	39						
Sample Metric 18	7/1/2017	Target	2.1		2.0	2.3	2.2	2.3	2.3	2.4	2.4	2.5	2.6	2.6	2.6	2.6
		Actual	2.05	Lagging Actual	0	0	0	0	2.05	2.05						
Sample Metric 19	7/1/2017	Target	0		0	0	0	0	0	0	0	0	0	0	0	3
		Actual	0%	Actual	0	0	0	0	0	0						

Custom Field Legend	Notes:
YTD	Metric is currently pending
100%	Information to be updated periodically
Tracking	Data is being collected only
Red (2 consecutively requires CM)	Aggregated
Yellow (3 consecutively requires CM)	Lagging
Green	Metric data is compiled on an average
	Data reported to from the previous month.

Brainstorming

A group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members. All ideas are accepted.

Breakthrough

A Breakthrough is an agency breakthrough scorecard metric that:

- Aligns with and is represented by one or more performance measures in your agency's strategic plan,
- Results in a sustainable success that addresses a pressing customer or stakeholder concern, and/or achieves performance that was considered unreachable in the past in terms of Mission Outcomes, Service, Quality, People or Cost, and
- Requires a substantial design or re-design of a work process documented with an A3 project plan.

Business Review/Performance Review

A core element of the Arizona Management System, the business review is conducted monthly and comprises a review of the agency performance metrics (scorecards), counter measures, financials, agency strategic plan, AMS Deployment Plan and breakthrough projects. It is an effort to assess the overall health and progress of the agency toward achieving and sustaining breakthrough performance through continuous improvement.

C

Cadence

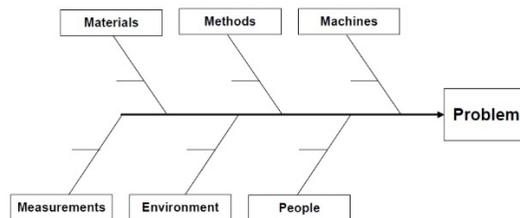
The pace and interval at which scheduled things happen. For example, team huddle meetings typically occur on a daily or weekly cadence.

Capacity

The maximum amount a process, machine, or system can produce. If a machine is running “at capacity” it is going as fast as it can go and producing as much as it can produce. If a machine is running “below capacity” it can do more than it is currently doing.

Cause and Effect Diagram or “Fishbone” (Ishikawa Diagram)

A problem-solving tool that graphically illustrates the relationship(s) between various process elements which prepares problem solvers to assess the impact of variation from standard. The Diagram itself resembles (somewhat) the skeleton of a fish. The image below depicts typical areas to analyze.



Champion

See Element Champion.

Change Agent(s)

Person(s) who lead a company from the traditional practices and philosophies to becoming a Lean organization.

Co-location

Physically locating personnel and product lines in a single area thereby enabling rapid and constant communication among the key personnel responsible for the output.

Concurrent Engineering (Front Loading)

The reorganization of product design, development, planning and support processes to take place to the extent possible in parallel (more or less at the same time), using multi-disciplinary project teams, electronic information management, and improved communications. Input is gathered and assimilated from all stakeholders including customers before the initiation of the process. See Quality-by-Design.

Continuous Improvement

The ongoing process/philosophy of doing things better, faster, and for lower cost. A structured Continuous Improvement system enables an organization to refine and enhance the benefits they now enjoy as a Lean organization through usually small and incremental changes within the system. See PDCA.

Continuous Flow

Moving products through a system without separating them into lots. In the ideal system we attempt to achieve “1-piece flow” in which each product is passed or moved along in the process independently until it is completed and ready to be shipped to a waiting customer.

Core Elements

Core elements of the Arizona Management System:

Agency Performance Management	Leadership	Visual Management/ Workplace Organization	Problem Solving	Tiered Huddles	Standard Work & Visual Process Adherence
Scorecard/Business Review	Leader Standard Work (LSW)	Visual Performance Management (Metrics)	Basic Problem Solving	Huddles	Standard Work
Breakthrough Projects	One on One coaching	Workplace Organization/5s	Intermediate Problem Solving	Tiered Connectivity	Visual Process Adherence
	Gemba Walk				

Countermeasure

Countermeasures are the actions taken to reduce or eliminate the root causes of problems that are preventing you from reaching your goals. See Root Cause Analysis.

Cross-training

Cross-training in business operations involves training employees for flexible response to changing organization schedules and absenteeism.

Current State Map

The “Current State Map” shows the value stream or process map as it is operating right now. The “Current State Map” is used as a springboard for creating a “Future State Map,” which removes waste from the value stream.

Customer

Anyone who uses your product or service. May be internal (someone who is directly connected to or employed by your organization) or external. May also be an “end user,” i.e., the person for whom the output was specifically designed for use and uses it to achieve a desired outcome, or a “broker,” someone who acts as an agent for either the end user, the producer, or both. For any externally facing organization, external end users are the most important customers because they define value of your product or service. See Stakeholder and Investor.

Cycle Time

The time it takes to do one repetition of any particular task, typically measured from start of a task or process until its completion.

D

Dashboard

A tool used to visually display the status of performance, such as lead and lag metrics. See Metrics.

Defect

An imperfection, inaccuracy or mistake that causes inadequacy or failure; a shortcoming or deficiency; less than 100% complete and accurate.

Deployment Milestone

An action or event marking achievement of a key step forward in an agency's AMS deployment plan.

Deployment Plan

The actionable deployment methodology an agency uses for standing up each core element of the Arizona Management System (AMS) throughout its ranks.

Deployment Strategy

The high-level planning leading to integration of AMS throughout the agency over time. The deployment strategy may include multiple deployment plans.

DILO – Day In the Life Of

Meant to describe the work one does, or is supposed to do, over the course of day or week (WILO). This information is a useful resource to managers when conducting Gemba.

DMAIC

An acronym meaning "Define," "Measure," "Analyze," "Improve," and "Control." It is a structured, disciplined and rigorous approach to process improvement consisting of these five phases, with each phase linked logically to the previous and subsequent phases.

E

Elapsed Time

The total time it takes for one process step to be completed, it includes Touch Time and Delay Time (in minutes or hours.) See Lead Time, Touch Time and Wait Time.

Element Champion

An agency employee who has mastered standard work of an Arizona Management System (AMS) core element (e.g., basic problem solving, huddles) and serves as a coach and example of best practice within the agency.

Empowerment

Giving employees more responsibility, authority, and accountability for effecting the daily processes and improvements within their purview.

Error & Mistake-Proofing (Poka Yoke)

Lean tool for making products correctly the first time with "mistake-proofing" or "inadvertent error prevention" factored into the design and process. Example: different size prongs on electrical appliance plugs for wall outlets so that they can only be plugged in correctly.

Executive Sponsor

Senior executive (usually the agency director) who has the responsibility and authority to deploy AMS in his or her agency.

F

FIFO – First In First Out

A system for keeping track of the order in which information or materials are to be processed. Example, the first goods purchased are also the first goods sold.

Fishbone Diagram

See Cause and Effect Diagram and Ishikawa Diagram.

Flow

Contiguous activities that add value by transforming material or information incrementally closer to what the customer wants or needs.

Flow Board (Visual Management)

A visual tool containing Visual Process Adherence (VPA) indicators for process/product flow status, typically posted near actual work area. The Flow Board allows for rapid detection of problems or delays.

Flow Chart

A type of Process Map that visually depicts the steps in a process or system. See also Process Map.

Future State Map

A future-looking version of a process map depicting how a process will work after improvements are implemented. See Current State Map.

G

Gantt Chart

Chart that manages project progress by identifying owners, due dates, and status of actions across a timeline.

Gap Analysis

Assessment of the improvement required to get from the current state to the future state.

Gemba ([Gemba Walk](#))

A Japanese concept of continuous improvement designed for enhancing processes and reducing waste. Gemba refers to the place where value is created. A key element of Leader Standard Work, leaders go see where the work is being done and humbly observe process conditions, observe and ask employees about the Standard Work, gain knowledge about the work status, coach team members and build relationships with employees.

H

Heijunka

See Level Loading.

Hoshin Kanri

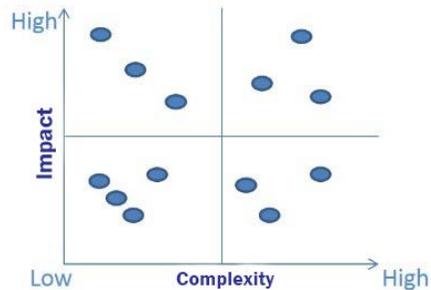
A method to develop and maintain strategic planning goals to drive continued progress and action at all levels within an organization, which helps eliminate waste from inconsistent direction and poor communication. See Strategic Planning.

Huddle Board (Performance Board)

The tool used to facilitate regular team huddles at all levels in an agency. Required elements include a huddle agenda, visual management (metrics and visual process adherence,) problem tracking, success tracking and standard work for maintaining the huddle board.

I**Impact / Complexity Matrix (I/C)**

Four quadrant chart with Impact on the Y axis and Complexity on the X, each increasing in value as they extend. Chart is used for ranking improvement ideas via team-based inputs.

**Inventory**

Capital and material resources invested by an organization to create outputs or services for customers. Outputs in process waiting for further processing. See Work in Progress (WIP.)

Investor

An individual or organization who expects a return on an investment (usually financial) made to advance your organization's business purpose. For state agencies, investors are taxpayers who expect mission outcomes (e.g., safe communities, clean drinking water) as a return on their investment. See Customer and Stakeholder.

Ishikawa Diagram

See Cause and Effect Diagram and Fishbone Diagram.

J

Just Do It (JDI)

Simple action or activity typically requiring less than a week and minimal cost to complete, entails no risk to implement.

Just-in-Time (JIT)

A Lean process for synchronizing materials, equipment and people so that outputs occur when needed, where needed and as needed per the customer's expectations.

K

Kaizen

Japanese for "change for better." A practice of continuous improvement.

Kaizen Burst

Visual indicator on a Flow Map indicating an improvement opportunity or requirement.

Kaizen Event

Formal, focused event, typically 2- to 5-days long, requiring detailed pre-planning. Typically involves people involved in the work process and customers. Event focuses on continuous process improvement with sustained outcomes.

Kaizen Newspaper

An action item list with responsibility and due dates. A tool for both managing the workload from a project or *kaizen* event, and for keeping track of the follow-up activities.

KanBan

Japanese for "visual record" or "card." In Lean, KanBan has come to mean "signal," i.e., there is action to be taken. For example, a register receipt that changes color as it nears the end of the roll.

KanBan Board

Typically these boards have column headings "To Do," "Doing" and "Done." As a tool of the Arizona Management System, employees and teams use KanBan boards to plan, apportion and track the work to be done in a given day or week. What work can a team member reasonably be expected to complete in the time allotted?

L

Lead-Time/Total Elapsed Time

The total time required from start of process (e.g., receipt of order or request) until outputs are delivered or issued to a customer. See Elapsed Time, Touch Time and Wait Time.

Lead and Lag Metrics

See Metrics.

Leader Standard Work (LSW)

A core element of the Arizona Management System, LSW comprises the documented, standardized practices for leaders to promote the primary role of building problem solving muscle at every level of the organization. LSW aims to improve leadership behavior to foster a culture of Kaizen. See Gemba and 1-on-1 coaching, which are integral elements of Leader Standard Work.

Lean

Lean is a set of concepts, principles and tools used to create and deliver the most value from the customer's perspective while consuming the fewest resources, and by engaging people in continuous problem solving. Lean is a mindset, not just a set of tools!

Lean Management System

Lean management is an approach to running an organization that supports the concept of continuous and sustainable improvement, a long-term approach to work that systematically seeks to achieve changes in processes in order to improve efficiency and quality. The Arizona Management System is the State of Arizona's lean management system.

Level-Loading (Heijunka)

A technique used to balance (+ or -) process throughput according to customer demand.

M

Metric

Standards of measurement by which efficiency, performance, progress, or quality of a plan, process, or product can be assessed. Developing performance metrics usually follows a process of establishing core processes/customer requirements, identifying specific, quantifiable outputs of work and establishing targets against which results can be scored. See SIPOC.

[Lag Metric](#) - Lagging metrics are typically output-oriented, showing a result.

[Lead Metrics](#) - Leading metrics are typically input-oriented, allowing influence to be achieved before the result. Lead measurements are incremental enough to see improvement impacts in shorter periods of time than Lag measurements.

Mission

The written declaration of an organization's core purpose and focus that normally remains unchanged over time. See also True North.

N

Nemawashi

Informal process of getting input and support from stakeholders and others before starting a project or activity to increase the chances of success. “Meeting before the meeting.”

Non-Value-Added But Necessary

Steps in your process or procedure that don’t add value to your customer, but are necessary per statutory or regulatory requirements, for safety or for the functioning of the agency (i.e. payroll, purchasing, etc.)

Non-Value-Added (Waste)

Any process or event that does not make a product more like what a customer is willing to pay for, this is called Waste. Lean is significantly focused on removing waste from processes. Waste is identified as any activity that consumes resources but creates no value for the customer. See 8 Wastes.

O

One-on-One Coaching (1:1 Coaching)

A core element of the Arizona Management System, 1:1 coaching is the regular cadence of discussion between managers and staff for the purpose of developing employees and providing regular, structured feedback on performance.

Over Production

Making more outputs than the customer wants or needs.

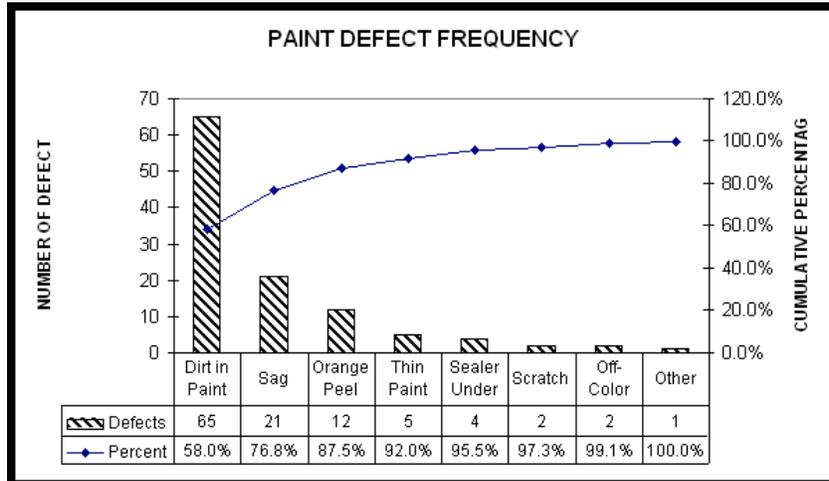
Over Processing

Doing more “work” to an output than is required to meet customer demand.

P

Pareto Chart

A graphical tool for ranking causes of problems from most significant to least significant. It is based on the Pareto principle, i.e., 80% of effects come from 20% of the possible causes.



Parking Lot

A list of items identified during a project or meeting that falls out of the scope of the plan. The intent is to document these ideas for future use if possible.

People Systems

A structured approach that aligns the people-related processes (e.g., onboarding, training and development, coaching, performance appraisal, compensation) and the expected behaviors with the Arizona Management System.

PDCA

Also known as the Deming cycle, **PDCA** is the repetitive four-stage model for continuous improvement in process management.

PLAN: Establish the objectives and processes necessary to deliver results in accordance with the target or goals.

DO: Implement the plan, perform a pilot as necessary, and execute the process.

CHECK: Study the actual results and compare against the expected results.

ACT: If the CHECK shows that the PLAN that was implemented is an improvement then that becomes the new baseline, if not then the existing baseline will remain in place.



Poka Yoke

Error and mistake-proofing.

Problem Solving

One of the three main components of the Arizona Management System (in addition to Performance Management and Leader Standard Behaviors,) problem solving refers to the structured and disciplined approach for finding solutions to problems.

Basic Problem Solving – A core element of the Arizona Management System. All Arizona state employees are expected to use *basic* problem-solving tools and methods (e.g., 4 Box, 5 Why, Fishbone Diagram, Pareto Chart) in their day-to-day work.

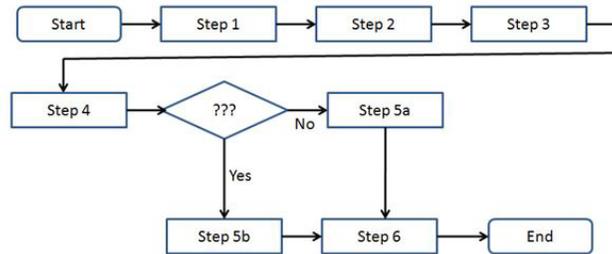
Intermediate Problem Solving - A core element of the Arizona Management System, this form of problem solving is used to resolve and manage more complex issues and projects. See A3.

Process

A results-driven set of activities, or process steps, that produces an outcome. Alternate Definition: A series of activities that collectively accomplish a distinct objective.

Process Map

A diagram that depicts the elements of a work flow often using time, people, and equipment information to illustrate tasks and results. Process Maps include Value Stream Maps, Flow Charts and Swim Lane Charts and typically go to process step detail.



Process Owner (PO)

The agency leader(s) who is “in the fire” of hands-on, day-to-day coordination and management of deploying the Arizona Management System in the agency. This individual(s) coordinates progress with the agency Scorecard, AMS Deployment Strategy/Plan, and AMS Assessment documents, and ensures leadership is fully informed of the agency’s AMS status. (See also Transformation Owner, Deployment Plan and Element Champion.)

Pull

A pull system is designed to deliver outputs or services when the customer requires – making to order. See Push.

Push

A push system imposes outputs or services on to the customer at a pace dictated by inventory – making to stock. See Pull.

Q

Quality

A measure of excellence or a state of being free from deficiencies. How good or bad something is.

Quantity

The amount or number of something.

R

Root Cause Analysis

Another name for Problem Solving with the requirement to get to the ultimate cause(s) of a problem so as not to merely fix the symptoms. Popular methods that have this goal are for example 5 Why and Fishbone Diagram. The root cause analysis is part of an A3 or 4 Box problem solving.

S

Scope

The boundary limits (beginning/end, “in scope”/“out of scope”) to which a process, project or problem is implemented or addressed.

Scorecard

A core element of the Arizona Management System, a scorecard is a visual tool used by agencies to manage and measure key agency performance metrics. See also Bowling Chart.

SIPOC

An acronym standing for “Suppliers,” “Inputs,” “Process,” “Outputs,” and “Customer.” SIPOC is a high-level process mapping and communications tool that summarizes inputs and outputs of core processes, identifies relevant value-adding steps, and evaluates quality and value from the customer’s perspective, as well as your own as a customer of your suppliers.

Stakeholder

An individual or organization with an interest in results and outcomes of an agency’s business processes. See Customer and Investor.

Standard Work

A core element of the Arizona Management System, Standard Work is the documented current one best way to perform a process. See Leader Standard Work.

Strategic Plan

A document used to communicate the organization’s goals, objectives, measures and the actions needed to achieve success.

Strategic Planning

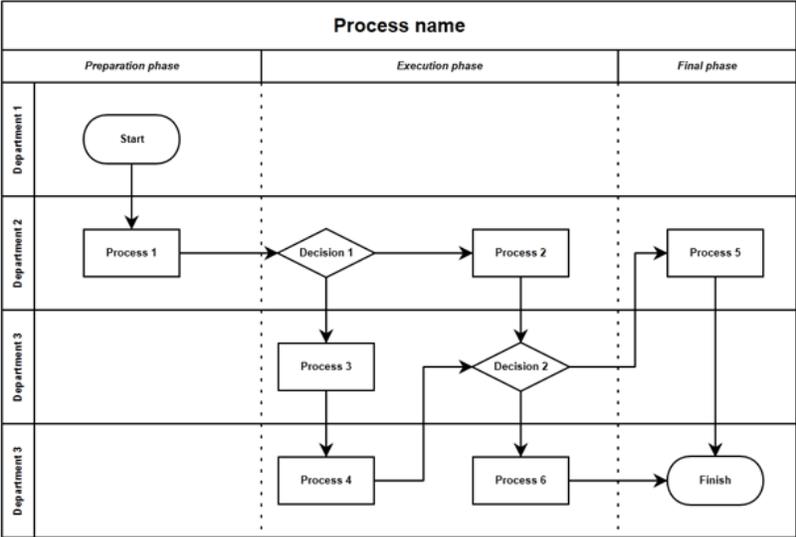
A systematic, organizational management process to set priorities, focus energy and resources, strengthen operations, ensure that employees and stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. Should align with the organization’s vision and mission.

Stretch Goals

Goals that are beyond the current organizational goals. The idea is to incentivize and challenge teams to continue to strive for improvement.

Swim Lane Chart

A visual element used in process flow diagrams or process mapping that visually distinguishes job sharing and responsibilities for steps within a business process. Swim lanes may be arranged either horizontally or vertically.



T

Takt Time

Matching the rate of output to the rate of sales or consumption. Takt Time (a German word for meter or measure) is often compared to a metronome symbolizing “keeping time.” in its purest sense Takt Time is used to only produce exactly what your customers will consume; nothing more and nothing less.

Tiered Connectivity (Tiered Huddles)

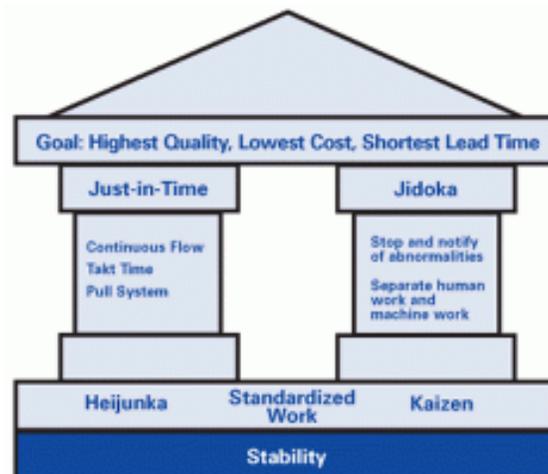
A core element of the Arizona Management System, tiered connectivity builds upon the brief daily or weekly huddles by teams using visual management to reflect on performance, identify and solve problems and commit to making adjustments. The tiered structure facilitates communication and problem escalation through the management chain when necessary.

Touch Time

The total time spent actively working on the process (usually in minutes or hours.) See Elapsed Time, Lead Time/Total Elapsed Time, and Wait Time.

Toyota Production System (TPS)

An integrated socio-technical system, developed by Toyota that comprises its management philosophy and practices. The TPS organizes manufacturing and logistics for the automobile manufacturer, including interaction with suppliers and customers. The system is a major precursor and foundation for Lean.



Transformation Owner (TO)

The agency leader (typically a director or deputy director) who is responsible for spreading the good of the agency's transformation as a continuously improving organization and accountable for the agency's adherence to the AMS Deployment Plan. See Deployment Plan, Process Owner, Element Champion.

True North

Based on True North as the geographic North Pole (as compared to the magnetic North Pole,) True North is a leader's orienting point, the fixed point in a spinning world that helps leaders keep the organization on track with its most deeply held beliefs, values and principles.

U

V

Value / Value-added

Any activity that incrementally improves an output or service to more align with customer's needs and expectations. Your customer defines value or value-added with the following three conditions:

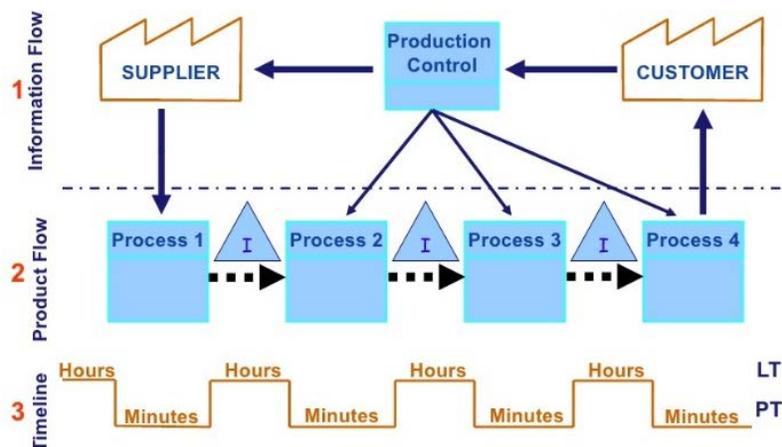
1. It must transform the output or service.
2. The customer must be willing to "pay" for it.
3. It must be done correctly the first time.

Value Stream

All the actions, both value-creating and non-value-creating, required to bring an output from concept to launch and from order to delivery. These include actions to process information from the customer and actions to transform the output.

Value Stream Map (VSM)

A Lean process mapping method for analyzing the current state and designing a future state for the series of events that take a product or service from its beginning through to the customer. VSM is typically best applied for processes with suspected high levels of waste.



Visual Management

Technique used in places where information is communicated by using visual signals instead of text or other written instructions. The design is deliberate in allowing quick recognition of the information being communicated to increase efficiency and clarity. Visual management systems increase the efficiency and effectiveness of a process by making the steps in that process more visible. See Flow Board.

Visual Process Adherence (VPA)

Visual Management tool designed to keep everyone informed of what the process actually is and whether or not it's being adhered to. Simple visual tools at determined points in the value stream representing the key points we deem important such as a flow board, Kanban post, etc.

Visual Process Performance (VPP)

Visual Management tool designed to keep everyone informed of how the value stream is performing to agreed-upon measurements such as a Huddle board with metric charts.

Voice of the Customer (VOC)

VOC is the collective insight into customer needs, wants, perceptions, and preferences gained through direct and indirect questioning. This questioning provides a "critical to quality" definition to utilize in product/process design and implementation.

W

Wait Time

The time between processes that is not considered to be Touch Time. See Elapsed Time, Lead Time and Touch Time.

Waste

See 8 Wastes.

WIP – Work in Process

In-process inventory or partially finished outputs waiting for completion. These items are either just being processed or waiting for further processing in a queue or a buffer storage.

Work Cells

Generally, a horseshoe or U-Shaped work area layout that enables workers to easily move from one process to another in close proximity and pass information or WIP between workers with little effort. Purpose is to reduce

Workplace Organization (5S)

See 5S.

X

Y

Yokoten

Spreading information across the organization, both the *results*, but even more importantly, the *process*, for how the results were achieved.

Z